
NPIRS Program

Change Management Plan

Version 1.0

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Department of Health and
Human Services

Indian Health Service

Office of Information
Technology (OIT)

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Version Control

Version	Date	Notes
1.0	February 2007	Initial version.

Purpose

This change management plan for the National Patient Information Reporting System (NPIRS) Program establishes the overall process for making changes either to project or operational components of NPIRS. By ‘operational’ we mean all the steady-state production processes, hardware, software, and related components that support current NPIRS production activities, including bug fixes, routine life-cycle renewals or replacements, and any enhancements required to maintain current operations. By ‘project’ we mean any time-limited effort that enhances the current production level capabilities of NPIRS.

Most change work will be performed by the primary NPIRS Contractor, but this plan also covers any change work performed by other Contractors or Federal employees. NPIRS Program Management will manage these changes to coordinate work between these various entities and to maximize NPIRS services and deliverables, while minimizing any resulting disruption.

Any significant changes to either operational processes or project scope will almost certainly affect more than just those who propose the change; therefore, these proposed changes must be formally evaluated using a truly multidisciplinary approach. At a minimum, this evaluation must include participation by the most directly affected IHS program, the Investment Owner or his/her representative, NPIRS Program Management, and appropriate NPIRS technical staff. This formal evaluation will include an analysis to determine how it might benefit or hurt current or future NPIRS functioning, its projected cost, its user and technical priority with respect to other proposed changes, and risks related to making the change.

The change process will be scaled to the level of change contemplated, where

- Major or significant changes (e.g., adding financial data to the data warehouse) will require full analysis and documentation.
- Minor changes (e.g., adding data elements if the NDW already handles elements of the same type from the same source, minor modifications or fixes to operational processes) will not have to go through as strenuous analysis, planning, and documentation.
- Simple changes may just be documented as an updated sentence in a technical manual or other documentation.

Changes to the NDW data itself will always be considered major and will be documented on the special form that we created for this purpose.

Proposed Changes to the NPIRS Environment

We anticipate that the most frequent types of proposed NPIRS program changes in the immediate future (over the next 2-3 years) will be requests for new, additional data elements or data types, adding the ability to accept and load data from new data sources, and infrastructure support for or the building of new data marts.

Additional Data

Our users will likely drive the requests for new data elements (e.g., all lab tests), types (e.g., referrals), or data sources (e.g., CMS) as they begin to use data in this first iteration of NPIRS' National Data Warehouse. As they discover they need additional data to answer their most important questions, they will request that these data be added. The NPIRS Program Management will work closely with the NPIRS Investment Owner to solicit, gather, store, and then periodically review the list of proposed new data with a multidisciplinary team as described previously. The results of this periodic analysis (looking at, e.g., benefits, harms, cost, priority, risks, etc.) will be documented by NPIRS Program Management along with the final decisions as to which of the proposed changes are approved.

This list will serve as the primary component of a 'Statement of Objectives' that NPIRS Program Management will provide the Contractor(s) that describes the specific additional data they desire as well as any mandatory technical specifications. In response, the primary Contractor will submit a draft Conceptual Design for accomplishing these objectives for Management's review and approval. Finally, the primary Contractor will submit a draft Work Breakdown Structure of their work for making these changes, again for Management's review and approval.

The approved work will be managed as specified in the existing applicable contract(s).

Additional Data Marts

The second major group of anticipated changes relate to new, additional Data Marts. New Data Marts will either be built and then maintained and supported by another Contractor (the Primary NPIRS Contractor will provide infrastructure support and 'host' it in the NPIRS hardware environment), or the Primary NPIRS Contractor will design, build, and then maintain the new Data Mart themselves, or a combination of the above. The following will only discuss the two extremes; the combinations will be managed on a case-by-case basis, as deemed appropriate.

We have detailed in the *Data Mart Test Environment & Infrastructure Support Service Level Agreement* document the change process for the NPIRS contractor to provide infrastructure support for a Data Mart that is built and maintained by another Data Mart developer.

If NPIRS Program Management asks the primary NPIRS Contractor to build the new Data Mart themselves, then this process will be organized and managed as a new project, as specified in the existing applicable contract(s). In summary, NPIRS Program Management will provide the contractor a Statement of Objectives that describes the features they desire, as well as any mandatory technical specifications. In response, the primary Contractor will submit a draft Conceptual Design for accomplishing these objectives for Management's review and approval. Finally, the primary Contractor will submit a draft Work Breakdown Structure of their work for designing, building, implementing, and then maintaining the new Data Mart.

The approved work will be managed as specified in the existing applicable contract(s).

Other Changes

We anticipate there will be other changes made to the NDW Environment than the categories discussed above. These may include, but are not limited to changes that are driven by:

- New Administration or Government (e.g., regulatory) requirements
- Changes in IHS's business environment
- Technical issues
- Other enhancements identified by users
- Enhancements needed to reduce project or operational risk
- Transitional changes required to move from project to operational status
- Changes in the underlying contract
- Changes in hardware, software, or other related information technology
- New technology

These proposed 'other changes' will be handled in a similar manner as described above, including a government provided Statement of Objectives, followed by NPIRS Contractor provided Conceptual Designs and Work Breakdown Structures. The detail of this documentation for a given change will be appropriately scaled as dictated by the complexity of the change, at the direction of NPIRS Program Management.

Change Documentation

TBD

Reporting Changes in the NDW Environment

The Primary NPIRS Contractor will be responsible for informing others, who develop and maintain Data Marts, about any changes they make in the NDW Environment that could possibly affect their Data Mart. We have detailed specifically how the NPIRS Contractor will provide this type of information in the *Data Mart Test Environment & Infrastructure Support Service Level Agreement* document.

Signature Page

This signature page represents the acceptance of the *NPIRS Program Change Management Plan* document.

In signing this document all parties agree the project will adhere to the specifications in this document.

Stanley P. Griffith, MD
IHS NPIRS Program Manager

Date

Paul Golis
CNI NPIRS Program Manager

Date